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26 July 1954

MEMORANDUM FOR: Colonel White

SUBJECT : Attached Proposal for Establishment of the
Career Staff, Office of Personnel

1. The volume of work to be done justifies the size of the Career Service Staff.

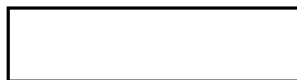
2. In my opinion, the type of work to be done does not justify the grades for the members of the Career Service Staff. Nearly all of the work appears quite routine and mechanical (see Tab C). Even the preparation of briefs of cases is something that new Placement Officers (GS-7) rapidly learn, and Placement Assistants (GS-5) in most cases do well.

3. The grades, however, are the responsibility of the Assistant Director for Personnel. Yet the Management Staff should be interested in the division of the total work into units, the allocation of units of work (as duties) to individuals and positions, and consequently the relative worth to the Agency of each of these packages of duties and work. A study of this sort probably should take place before grades are determined by the Assistant Director for Personnel.

4. It is recommended that you ask [] to have another look at the nature and duties of each proposed position (a brief study as indicated in the preceding paragraph), and to submit his opinions as to the relative level of the positions. It should be recognized during this study that the Executive Director's duties may be at a quite different level than the duties of those who support him.

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